INNOVATIVE & INTEGRATED

ANNUAL REPORT 2001

Information Services Corporation of Saskatchewan

VISION

ISC will be a leader in creating trusted, integrated information solutions for electronic living.

MISSION

The corporation delivers and markets innovative and integrated registry, geomatics and information products, services and solutions.

VALUES

BUSINESS ETHICS

- We will conduct business in a socially responsible manner, including data/personal integrity, confidentiality of information and sound public policy.

ORGANIZATIONAL STRENGTH

- We will conduct business by encouraging and recognizing employee growth, innovation, commitment, individual diversity and community involvement.
- We will conduct business in a dynamic environment that promotes continuous improvement, creative use of technology and a competitive edge.

CUSTOMER FOCUS

- We will conduct business in a customer-focused manner by being open, reliable, responsible and innovative.

BUSINESS STEWARDSHIP

- We will conduct business by providing quality, value-based, competitive products and services.
- We will conduct business in a financially responsible manner by providing value to customers, while maximizing shareholder return for growth and prosperity.

102-04541/

LETTER OF TRANSMITTAL

Regina, Saskatchewan

March 2002

To Her Honour

The Honourable Lynda Haverstock

Lieutenant Governor of the Province of Saskatchewan

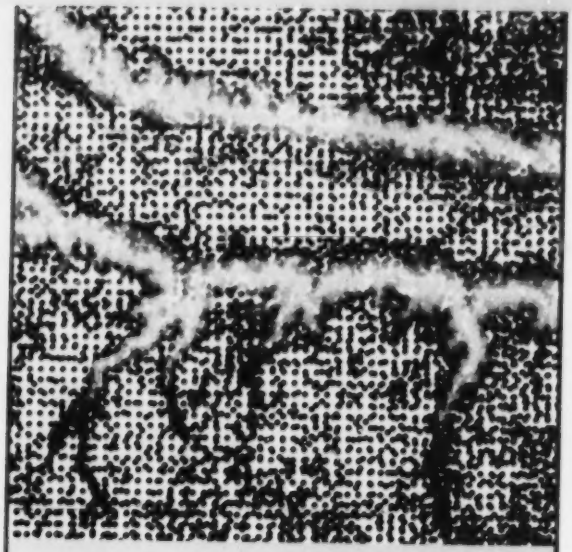
Dear Lieutenant Governor:

I have the honour to submit herewith the Annual Report of the Information Services Corporation of Saskatchewan for the year ended December 31, 2001. This report includes the financial statements for the year in the form approved by the Treasury Board, duly certified by the auditors of the Information Services Corporation of Saskatchewan, all in accordance with The Land Information Services Facilitation Act.

Respectfully submitted,

Honourable Chris Axworthy, Q.C.
MINISTER RESPONSIBLE FOR
INFORMATION SERVICES CORPORATION OF SASKATCHEWAN

REPORT FROM THE CHAIRMAN OF THE BOARD AND THE PRESIDENT & CEO



WE OWE A REAL DEBT OF GRATITUDE TO OUR CUSTOMERS, WHO WORKED WITH US THROUGHOUT THE YEAR TO HELP MAKE THE LAND SYSTEM AS GOOD AS IT CAN BE – ALL THE WHILE SHOWING PATIENCE, SUPPORT AND IMPRESSIVE COMMITMENT TO SEEING THE NEW SYSTEM SUCCEED.

While 2000 was a groundbreaking, developmental year for the corporation, 2001 saw the Information Services Corporation of Saskatchewan (ISC) erect the foundation that will support the services we deliver to the people of Saskatchewan in the 21st century.

In 2001, we finished the development stage of the Land Titles Automated Network Development – LAND – Project and moved into the implementation of the new system.

In March, our website became operational. In May, we launched the first components of the LAND System for public access. In June, we kicked off a live pilot of the system in the Moose Jaw area. And in December, we began implementation in the Regina Area and Regina Southeast Land Registration Districts.

Today, the LAND System is fully operational in a significant part of the province. Real customers are using the system to submit survey plans, titles to be transferred and mortgages to be registered, as well as search a large database of titles, interests, writs, Crown grants and plans. And all of it is available 24 hours a day, seven days a week.

We owe a real debt of gratitude to our customers, who worked with us throughout the year to help make the LAND System as good as it can be – all

REAL CUSTOMERS ARE USING THE SYSTEM TO SUBMIT SURVEY PLANS, TITLES TO BE TRANSFERRED AND MORTGAGES TO BE REGISTERED, AS WELL AS SEARCH A LARGE DATABASE OF TITLES, INTERESTS, WRITS, CROWN GRANTS AND PLANS. AND ALL OF IT IS AVAILABLE 24 HOURS A DAY, SEVEN DAYS A WEEK.

the while showing patience, support and impressive commitment to seeing the new system succeed.

We also have the benefit of a professional, talented group of staff at ISC. They have come together from many places – private businesses, Crown corporations and government departments – and have developed into a workforce dedicated to the delivery of a customer-focused, world class level of service to the people and the businesses of Saskatchewan.

There is still much work to be done in 2002 and beyond. We know, however, that what we have accomplished in 2001 has put us on solid ground.

Frank Hart
CHAIRMAN OF THE BOARD

Fraser L. Nicholson
PRESIDENT
& CHIEF EXECUTIVE OFFICER

The development of the Land Titles Automated Network Development (LAND) Project has ushered in a new era for land information in Saskatchewan. The new system is simpler and more responsive to user needs as a result of automating the province's survey and land ownership record and linking it with Geographic Information Systems (GIS) technology. By allowing customers to access the system over the Internet, including real-time information on their accounts as well as the status of any work they have ordered, the project has established Saskatchewan as a leader in land information systems for the 21st century and beyond.

LAND PROJECT REPORT CARD

However, the LAND Project is exactly that – a project. It is a multi-year project with a multi-year budget. From the beginning, there were many things that needed to be completed in order to bridge the paper-based system that was implemented more than 100 years ago to the electronic world of today.

In 2000, ISC laid much of the foundation for the project. In 2001, that work was carried forward, culminating with a live field test in the former Moose Jaw Land Registration District and implementation of the system in the former Regina Area and Regina South East Land Registration Districts. Although much progress was made over the past year, the best is yet to come – province-wide implementation.

The following is an overview of what was accomplished on the LAND Project over the past year, as well as what is left to do.

☑ ISC WEBSITE

The ISC website was launched on March 23, 2001. Prior to the implementation of the LAND System, the website primarily served as a source of information on the corporation and the new, automated system.

☑ E-BUSINESS SERVICES

All components of e-Business Services were successfully implemented on May 7, 2001. These imaging, accounting and mailing services are designed to support the delivery of ISC services, and potentially the primary business functions of companies and government organizations.

☑ PLAN OF SURVEY SEARCHES

On May 7, 2001, more than 120,000 survey plan images were available through the ISC website. Customers have online access to these images, as well as information about land ownership, shape, location and relationship to adjacent properties.

☑ INTRODUCTION OF NEW FEE STRUCTURE

A new fee schedule was introduced on June 25 to coincide with the live field test of the LAND System in the former Moose Jaw Land Registration District. The new pricing model is good news for the majority of property owners in Saskatchewan, who will be paying less for land titles and mortgage registrations when the system is implemented. The new pricing is based on a fee-for-service model that reflects the amount of work required to perform a transaction, so everybody pays the same amount for the same result. The old fee structure operated like a tax and charged fees based on the value of the property involved in a transaction.

EXAMPLE 1	
Transfer of a $100,000 house and the registration of a $75,000 mortgage	
OLD LAND TITLES FEES: **$430**	NEW LAND SYSTEM FEES: **$222**

EXAMPLE 2	
Development of a mall in east Regina	
OLD LAND TITLES FEES: **$19,452**	NEW LAND SYSTEM FEES: **$1,568**

However, fees are only one component of land-based transactions. The new system will save users time and money by providing information more quickly and accurately. The new fee schedule also includes a mitigation component and reduced fees for transactions involving lower-value properties.

☑ GRANT SEARCHES – PROVINCE WIDE

Original land grants from across the province were available on the ISC website on June 25, 2001. With more than 275,000 grants, customers can search the electronic version of the land grant database to obtain information on original grants of land from the Crown. Images of the original paper grants can also be viewed and printed.

☑ SASKATCHEWAN WRIT REGISTRY – PROVINCE WIDE

The Saskatchewan Writ Registry came into effect for the entire province on June 25, 2001. The Writ Registry is a database that contains writs of execution and maintenance orders. It replaces the General Record in the Land Titles offices with respect to writs and maintenance orders. Customers can search the ISC website for federal and provincial writs of execution affecting land and maintenance orders that have been registered against individuals.

☑ IMPLEMENTATION OF LAND SYSTEM – MOOSE JAW LAND REGISTRATION DISTRICT

Implementation of the LAND System began with a live field test in the Moose Jaw Land Registration District beginning on June 25, 2001. Prior to implementation, extensive testing took place in-house, using actual data and carried out by Land Titles staff because any system – especially one as complex and important as the LAND System – must be used in

THE LAND PROJECT IS A MULTI-YEAR PROJECT WITH A MULTI-YEAR BUDGET. FROM THE BEGINNING, THERE WERE MANY THINGS THAT NEEDED TO BE COMPLETED IN ORDER TO BRIDGE THE PAPER-BASED SYSTEM THAT WAS IMPLEMENTED MORE THAN 100 YEARS AGO TO THE ELECTRONIC WORLD OF TODAY.

THE UNIVERSITY OF REGINA IS COMMITTED TO WORKING WITH BUSINESS, GOVERNMENT AND THE COMMUNITY IN ADVANCING ECONOMIC, CULTURAL AND SOCIAL DEVELOPMENT IN THE PROVINCE OF SASKATCHEWAN. ISC IS AN ACTIVE MEMBER OF THE REGINA RESEARCH PARK, SPONSORING MONTHLY SYNERGY SESSIONS, HIRING STUDENTS AND GRADUATES AND SUPPORTING ISC STAFF TO CONTRIBUTE TO FACULTY RESEARCH AND TEACHING. MORE IMPORTANTLY, ISC'S INFORMATION AND TECHNOLOGY-RELATED SERVICES AND PRODUCTS ARE OF THE SORT THAT SASKATCHEWAN NEEDS TO ADVANCE INNOVATION AND DIVERSIFICATION.

DAVID BARNARD,
PRESIDENT AND VICE-CHANCELLOR
UNIVERSITY OF REGINA

real-life situations by customers before it can be completed. The field test provided an opportunity to monitor the system and make adjustments.

As part of implementation, extensive consultations were held with customers in the Moose Jaw district. From these consultations, a great deal was learned about how the customers use the system. Customer feedback from the field test brought forward valuable information and resulted in numerous improvements to the system.

One of the most important lessons learned was how essential proper training is for anyone who plans to use the system on a regular basis. As with any new computer program or service, the LAND System takes time and training for people to learn how to use it efficiently and productively. As a result, the entire training program was enhanced, including the addition of specialized customer training courses.

The customer feedback also included many comments on the Customer Call Centre. Consequently, a number of steps were taken to improve the service. The number of staff on the service desk increased from six to 18, including the hiring of an experienced Call Centre manager. Internal training and communications processes were also improved to ensure that call centre staff are aware of the most up-to-date information on procedures and system requirements.

A significant number of systems changes were also made as a result of customer feedback. On October 29, a new release of the program was issued, incorporating a wide variety of customer suggestions into the system. As well, a new feature was added to the ISC website – the Information Centre, a listing of new information to keep customers fully informed and up-to-date. It includes notice of system changes, updates to the Customer Reference Manual, notices about important dates and other information. It is available to all visitors to the website.

The conversion process in Moose Jaw went extremely well, especially once the no-charge Request for Conversion procedure was instituted in place of the more cumbersome Transitional Search Requests.

☑ IMPLEMENTATION OF LAND SYSTEM – REGINA AREA AND REGINA SOUTH EAST LAND REGISTRATION DISTRICTS

Implementation of the LAND System in the Regina Area and Regina South East Land Registration Districts began on December 3, 2001. Prior to implementation, extensive consultations were held with Regina stakeholders. Those consultations, which are still taking place months after the initial period of implementation, yielded important customer feedback and maintained open channels of communication with ISC customers.

As with the live field test in Moose Jaw, it became readily apparent how important proper training was for users of the system. Following implementation in Moose Jaw, the training program was enhanced to better meet the needs of users prior to the launch of the system in the Regina districts. These changes, along with enhancements to the Customer Call Centre, conversion and the system, helped ensure a smoother transition to the LAND System for customers of the former Regina land registration districts.

☐ **IMPLEMENTATION OF LAND SYSTEM – HUMBOLDT LAND REGISTRATION DISTRICT**

Implementation in the Humboldt Land Registration District is scheduled to begin in Spring 2002.

☐ **IMPLEMENTATION OF LAND SYSTEM – SASKATOON AREA AND SASKATOON MIDWEST LAND REGISTRATION DISTRICTS**

Implementation in the Saskatoon Area and Saskatoon Midwest Land Registration Districts is scheduled to begin in Spring 2002.

☐ **IMPLEMENTATION OF LAND SYSTEM – BATTLEFORD LAND REGISTRATION DISTRICT**

Implementation in the Battleford Land Registration District is scheduled to begin in Spring 2002.

☐ **IMPLEMENTATION OF LAND SYSTEM – PRINCE ALBERT LAND REGISTRATION DISTRICT**

Implementation in the Prince Albert Land Registration District is scheduled to begin in Summer 2002.

☐ **IMPLEMENTATION OF LAND SYSTEM – YORKTON LAND REGISTRATION DISTRICT**

Implementation in the Yorkton Land Registration District is scheduled to begin in Summer 2002.

☐ **IMPLEMENTATION OF LAND SYSTEM – SWIFT CURRENT LAND REGISTRATION DISTRICT**

Implementation in the Swift Current Land Registration District is scheduled to begin in Summer 2002.

☐ **ONLINE REGISTRATION**

Online registration by qualified and authorized users will occur after province-wide implementation of the LAND System is completed. This service will allow qualified and authorized users to register transactions online instead of submitting them to ISC for processing by staff members. A timeline has not been determined for the implementation of online registration.

ISC STATISTICS

WEBSITE

MORE THAN 120,000 SURVEY PLAN IMAGES AND 275,000 ORIGINAL LAND GRANTS ARE AVAILABLE ON THE ISC WEBSITE.

PEOPLE THROUGHOUT SASKATCHEWAN BENEFITTED FROM THE LAND SYSTEM IN 2001

- MORE THAN 144,000 PAPER TITLES WERE CONVERTED TO ELECTRONIC FORM.
- 8,664 PACKETS WERE PROCESSED.
- MORE THAN 6,000 TITLE TRANSFERS, SET-UPS OR SURRENDERS WERE SUCCESSFULLY PROCESSED.
- OVER 4,100 INTERESTS OR MORTGAGES WERE REGISTERED OR DISCHARGED.

FROM AUGUST 9 TO DECEMBER 31, 2001

EIGHT SERVERS PROCESSED MORE THAN 11.5 MILLION COMPUTER TRANSACTIONS, WITH A SUCCESS RATE OF 99.80 PER CENT.

TST TECHNICAL HELP DESK

DURING THE YEAR, MONTHLY CALL VOLUMES AT THE TST TECHNICAL HELP DESK (INTERNAL) JUMPED FROM 300 TO 1,100. DESPITE THE INCREASE IN VOLUME, HELP DESK STAFF MAINTAINED A CONSTANT INITIAL RESPONSE TIME THROUGH PROCESS AND TECHNOLOGY IMPROVEMENTS.

CLIENT ACCOUNT MANAGEMENT SYSTEM

A TOTAL OF 3,449 ACCOUNTS WERE CREATED THROUGH THE CLIENT ACCOUNT MANAGEMENT SYSTEM IN 2001, WITH 197,621 FINANCIAL TRANSACTIONS TAKING PLACE THROUGH THESE ACCOUNTS.

The LAND Project has good governance processes, proper accountability and strong leadership, as well as appropriate risk and scope management processes. The Provincial Auditor of Saskatchewan delivered these findings in Volume 2 of the 2001 Fall Report of the Provincial Auditor to the Legislative Assembly of Saskatchewan.

LAND PROJECT MANAGEMENT AUDIT

The Provincial Auditor conducted an audit of the LAND Project management to assess whether ISC had adequate project management processes to implement the LAND Project. The audit focused on the project management processes the corporation used to manage implementation.

THE AUDITOR DETERMINED THAT ISC HAD ADEQUATE PROJECT MANAGEMENT PROCESSES TO IMPLEMENT THE LAND PROJECT. THE AUDITOR FURTHER CONCLUDED THAT THE CORPORATION HAS STRONG SENIOR MANAGEMENT AND STAKEHOLDER COMMITMENT. THIS COMMITMENT WAS ENHANCED THROUGH CONSULTATIONS WITH STAKEHOLDERS, TRAINING, SURVEYS AND MEETINGS TO SOLICIT CUSTOMER FEEDBACK AND REGULAR COMMUNICATION WITH STAKEHOLDERS.

Overall, the Auditor determined that ISC had adequate project management processes to implement the LAND Project. The Auditor further concluded that the corporation has strong senior management and stakeholder commitment. This commitment was enhanced through consultations with stakeholders, training, surveys and meetings to solicit customer feedback and regular communication with stakeholders.

To help ensure ISC successfully completes province-wide implementation of the LAND Project, the Provincial Auditor made five recommendations.

- Strongly encourage key outside users to take training before conducting business using the LAND System and that ISC continue to monitor outside user feedback.
- Set measurable and verifiable LAND Project benefits and report publicly on the achievement of all planned benefits.
- Perform a post-implementation review of the LAND Project and make the results available to all government organizations.
- Receive monthly reports comparing actual costs to date on the LAND Project to the budget to date.
- Complete, test and approve a business continuity plan.

The LAND Project is a major initiative that involves information technology, new legislation and regulations, ongoing organizational development and new business processes. Through this report, the Provincial Auditor has provided independent assurance to the people of Saskatchewan that this project is well managed.

LAND REGISTRY AND THE MASTER OF TITLES' OFFICE

Land registries in Saskatchewan are public registries of ownership of land and interests in land, such as leases or mortgages. In Saskatchewan, title is conclusive evidence of ownership, subject to certain exceptions. Changes in ownership are not effective and interests are not effective or enforceable against a third party, unless registered in the system.

CUSTOMER SERVICES

On June 25, 2001, the Information Services Corporation of Saskatchewan (ISC) began implementation of the new, automated LAND System and the conversion from a paper-based system to electronic record keeping and processing. For the remainder of the year, the Registrar of Titles and Master of Titles managed a dual registry system along with the Saskatchewan Writ Registry.

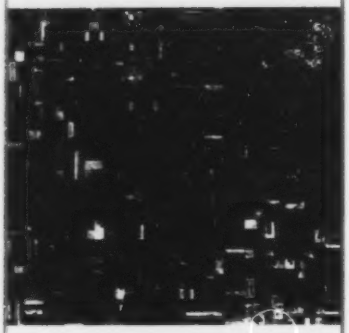
The Land Registry is responsible for the registration of land and interests in land under the new LAND System. Upon the implementation of the system in a land registration district, responsibility for that area is shifted from the Master of Titles' Office to the Land Registry. Responsibility for the former Moose Jaw Land Registration District was transferred to the Land Registry on June 25, while responsibility for the former Regina Area and Regina South East Land Registration Districts was transferred with the implementation of the LAND System on December 3.

The Land Registry, with Customer Service Centres in Moose Jaw and Regina, operated under the authority of The Land Titles Act, 2000 and the direction of the Registrar's Office.

The Master of Titles and the Master of Titles' Office are responsible for the registration of land and interests in land in the "old world," paper-based Land Titles system. In 2001, six Land Titles offices (Battleford, Humboldt, Prince Albert, Saskatoon, Swift Current and Yorkton) administered seven land registration districts operating under the authority of The Land Titles Act. As the LAND System is implemented in each land registration district, Land Titles offices will close and reopen as Customer Service Centres.

The Land Registry and the Land Titles system issue title to land and register transactions affecting title, including changes of ownership and registration of interests against land. Searches in the Land Titles

system must be completed in the office using the legal land description. With the LAND System, clients may use a variety of criteria to search over the Internet. Land Titles offices processed 210,516 transactions in 2001 using the manual, paper-based Land Titles system. The transactions were processed in seven days or less 78 per cent of the time.



LANDSAT 5 "CLASSIFIED" LANDCOVER SATELLITE IMAGERY DATASET

Since the implementation of the LAND System in Moose Jaw in June, the people of Saskatchewan have been using the system to perform real work every day. It is a responsive system that allows people and businesses to conduct land-based transactions more easily, more quickly and more accurately. ISC is working towards consistent, province-wide turnaround of 24 to 48 hours for title registration.

People throughout Saskatchewan benefitted from the LAND System in 2001:

- More than 144,000 paper titles were converted to electronic form;
- 8,664 packets were processed;
  - More than 6,000 title transfers, set-ups or surrenders were successfully processed;
  - Over 4,100 interests or mortgages were registered or discharged; and
- From August 9 to December 31, 2001, eight servers processed more than 11.5 million computer transactions, with a success rate of 99.80 per cent.

WE ARE CONFIDENT THAT THE REGISTRY MAINTAINS THE INTEGRITY OF THE TITLES

SURVEYS

PLAN PROCESSING AND LEGAL SURVEYS

The LAND System, unlike the former Land Titles system, is based on the separation of Plan Processing from Titles Processing. On May 7, 2001, Plan Processing became a distinct and independent business function responsible for the activities previously performed by the Chief Surveyor's Office and the Controller of Surveys. Prior to May 7, the Legal Surveys branch was responsible for the legal survey system.

The Controller of Surveys was responsible for the administration of The Land Surveys Act, including the maintenance and administration of the province's primary survey system and the inspection and approval of all plans of survey intended for registration under The Highways Act. The Chief Surveyor's Office was responsible for secondary surveys in Saskatchewan, which included the inspection and approval of legal survey plans for subdivisions and consolidations intended for registration under The Land Titles Act. Distributing legal survey plans and providing advice to registrars on legal survey matters were also the responsibility of the Chief Surveyor's Office.

Utilizing a combination of in-house and private sector resources, the Surveys branch completed all legal survey requests for customers prior to the implementation of Plan Processing on May 7. These requests included:

- 400 kilometres of road-widening surveys; and

- 120 kilometres of legal surveys for Saskatchewan Highways, including the widening of the Trans Canada Highway.

The Controller of Surveys also fulfilled all requests to provide legal survey advice and expertise with regards to the administration of the legal survey infrastructure, including:

- 37 requests for original field notes;
- 72 Treaty Land Entitlement selections reviewed;
- Five special survey instructions; and
- 100 requests for other survey data, information and advice.

The development of Plan Processing and the merging of activities provide an integrated approach to the examination and approval of all legal surveys and legal survey plans. This new integrated process supports the Titles Processing, Geodetic Surveys, Geographic Information Systems (GIS) and Mapping systems in Saskatchewan.

PLAN PROCESSING IN PRODUCTION

Consolidating the Chief Surveyor's Office and the Controller of Surveys has created a new function that allows for the digital submission of subdivision plans online, while simplifying and integrating the examination process. Plan Processing provides online access to more than 120,000 survey plan images, as well as information about land ownership, shape, location and relationship to adjacent properties.

Plan Processing operates under the authority of The Land Surveys Act, 2000 in the former Moose Jaw, Regina Area and Regina South East Land Registration Districts. The process involves an integrated examination process that provides direct maintenance to the cadastral mapping system ,and produces the transform certificates for titling purposes. In 2001, more than 50 plans of survey were approved under the new system.

GEODETIC SURVEYS

Geodetic Surveys plans, coordinates, maintains and administers the Saskatchewan spatial reference system, supplies geodetic data and advice to customers and provides advisory and production services for ISC operations. Geodetic Surveys provides liaison with other jurisdictions (federal, provincial and municipal) and spatial reference system users to coordinate policies, procedures and products. The branch maintains and encourages the use of provincial geodetic specifications, standards and procedures.

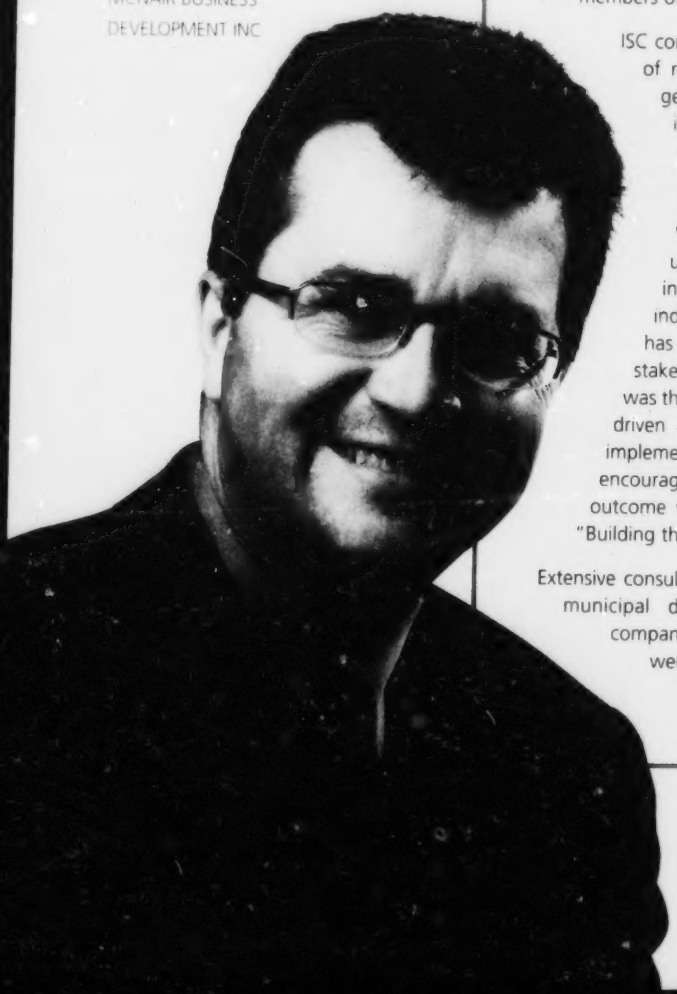
In 2001, Geodetic Surveys completed all customer requests, including:

- 278 requests for geodetic data;
- Development and distribution of the Saskatchewan Geodetic Dataset CD; and
- Scanning and quality control of 7,057 geodetic point sketches.

SINCE THE IMPLEMENTATION OF THE LAND SYSTEM IN MOOSE JAW IN JUNE, THE PEOPLE OF SASKATCHEWAN HAVE BEEN USING THE SYSTEM TO PERFORM REAL WORK EVERY DAY. IT IS A RESPONSIVE SYSTEM THAT ALLOWS PEOPLE AND BUSINESSES TO CONDUCT LAND-BASED TRANSACTIONS MORE EASILY, MORE QUICKLY AND MORE ACCURATELY. ISC IS WORKING TOWARDS CONSISTENT PROVINCE-WIDE TURNAROUND OF 24 TO 48 HOURS FOR TITLE REGISTRATION.

MCNAIR BUSINESS DEVELOPMENT (MBD) IS A REGINA-BASED STRATEGIC BUSINESS CONSULTING AND INFORMATION TECHNOLOGY COMPANY THAT PARTNERS WITH FIRMS INSIDE AND OUTSIDE OF SASKATCHEWAN. ISC IS A CORPORATION THAT LOOKS TO OTHERS FOR EXPERTISE TO COMPLEMENT THEIR OWN. MBD APPRECIATES THAT ISC SEEKS PARTNERSHIPS TO PROVIDE SOLUTIONS AS THE PROVINCE MOVES INTO NEW WAYS OF DELIVERING SERVICES AND DOING BUSINESS.

DOUG MCNAIR
PRESIDENT,
MCNAIR BUSINESS
DEVELOPMENT INC



GEOGRAPHIC INFORMATION SYSTEMS (GIS)

A Geographic Information System (GIS) is a system of computer software, hardware, data and personnel to help manipulate, analyze and present information that is tied to a spatial or geographic location. The system provides information to visualize patterns, relationships and trends, and lends a new perspective to data analysis that cannot be seen in a table or list format.

GIS supports a number of "layers" of geographic information, including property boundaries, administrative boundaries, topography, hydrography, aerial photography, classified land cover and transportation. Saskatchewan's survey system and a wide range of mapping activities rely on GIS, which is a key component of the new LAND System.

As part of the LAND Project, ISC has upgraded the GIS database to include the surface and mineral ownership layers. This provides a complete digital map of property ownership in the province. This layer of information will be completed in conjunction with the project and will provide a valuable resource to customers, including rural and urban municipalities, resource industries, landowners and developers, utility Crown corporations, provincial departments, federal agencies and members of the general public.

ISC continues to pursue the integration and modernization of related systems into the foundation of a provincial geographic information system. It will help all sectors improve integrated management of Saskatchewan's people, land and infrastructure resources.

BUILDING THE MARKET

Working with the private sector and government users, ISC is enhancing the distribution of land-related information and fostering the development of the industry in the province. For more than a year, research has been conducted with many GIS clients and key stakeholder representatives. Among the issues identified was the need for ISC to adopt a customer-focused, market-driven approach to business, as well as the need to implement new dataset pricing and licensing policies to encourage use of the corporation's products and services. The outcome was the creation of a new business model – the "Building the Market" approach.

Extensive consultations were also held with federal, provincial and municipal departments and agencies, private geomatics companies and Crown corporations. These consultations were held to address the concerns of customers and work in partnership with them to revitalize and redirect ISC's approach to geomatics.

NEW FEE SCHEDULE

ISC has committed to hearing and responding to the concerns of its GIS stakeholders. The new "Building the Market" business model is premised upon a cost reduction for the corporation's base datasets. This will allow for the broader distribution of data and will help foster opportunities for the development of new value-added products and services.

The costs of geomatics products have decreased significantly under the new model. For example, the price of the urban cadastral dataset dropped more than 70 per cent, while the rural cadastral dataset decreased over 40 per cent. The price of the Saskatchewan Road Network was reduced 80 per cent. One of the largest reductions was to the price of the Landcover dataset, which decreased 97 per cent.

THE COSTS OF GEOMATICS PRODUCTS HAVE DECREASED SIGNIFICANTLY UNDER THE NEW MODEL. FOR EXAMPLE, THE PRICE OF THE URBAN CADASTRAL DATASET DROPPED MORE THAN 70 PER CENT, WHILE THE RURAL CADASTRAL DATASET DECREASED OVER 40 PER CENT. THE PRICE OF THE SASKATCHEWAN ROAD NETWORK WAS REDUCED 80 PER CENT. ONE OF THE LARGEST REDUCTIONS WAS TO THE PRICE OF THE LANDCOVER DATASET, WHICH DECREASED 97 PER CENT.

The new pricing schedule and licensing policies are important steps in addressing clients' needs and contributing to the growth of the geomatics industry in Saskatchewan.

GEOSASK 2001

ISC hosted and played a primary role in organizing GeoSASK 2001 in October. The conference assisted geomatics industry stakeholders in broadening their knowledge of provincial, national and international developments, and presented opportunities for present and future users of spatial information systems to share information, ideas and expectations. It also provided a forum for exploring new ways of partnering and sharing information with others.

The conference, which was attended by more than 450 people from Canada, the United States and China, is an important element of ISC's "Building the Market" strategy. Its successful delivery is a significant contribution to the task of maintaining ISC's leadership role in the GIS industry in Saskatchewan.

SASK 9-1-1

Sask 9-1-1 is a province-wide emergency telephone call-taking service that connects people dialing 9-1-1 to an emergency service provider. The three Public Safety Answering Points (PSAPs) in the province – Regina, Saskatoon and Prince Albert – are responsible for answering the emergency calls in the four PSAP districts.

ISC's involvement stems from the development of an online, real-time mapping system to help operators track and locate emergency calls. While the project was initially developed prior to January 1, 2000, ISC continues to develop the system and provide ongoing support to help maintain it.

MAPPING

ISC coordinates, maintains and administers the mapping systems for the province of Saskatchewan. Mapping provides comprehensive mapping services to customers, including:

- cadastral, topographic, orthoimagery and thematic mapping;
- mapping specifications and standards for basic map series in digital and hardcopy;
- provision and procurement of custom mapping, aerial surveys, topographic and thematic mapping; and
- maintenance of the provincial base mapping systems.

Mapping annually carries out three aerial photography programs. In 2001, the following was accomplished:

1,368.5 line kilometers	**205 line kilometers**	**2,059.5 line kilometers**

Mapping also completed 135 requests for customized maps.

PERSONAL PROPERTY REGISTRY

The assets and operations of the Personal Property Registry (PPR) were transferred from Saskatchewan Justice to ISC on January 1, 2001. The Registry provides a notice-filing system to maintain a record of interests against personal property in Saskatchewan. As such, a secured party (e.g. seller, lending institution) may register a financing statement indicating an interest in the personal property of a debtor (e.g. buyer, borrower).

The purpose of the registry, similar to that of registries in other provinces and consistent with the Uniform Commercial Code in the United States, is to provide notice of third-party (non-owner) interests in personal property. It protects those interests by providing a means of determining priority between competing claimants to personal property. The registry also serves as an enquiry system for a person or business intending to purchase personal property or lend money on the security of personal property, to request a search of information registered against an individual, business or any personal property used as collateral.

Approximately 2,200 clients are registered with the Personal Property Registry, including financial institutions, automobile dealerships, retail businesses, government agencies, registration and search brokers and members of the general public.

The Registry is capable of instantaneous searches and registrations through online access, in addition to specialized search capabilities through the Telephone Enquiry Centre. In 2001, the Registry processed 432,940 search and registration transactions. Of those, 357,277 – or 83 per cent – took place online, while the remainder of the transactions were conducted in the office. Registry staff achieved the 24-hour service target – 100 per cent of the time.

E-BUSINESS SERVICES

ISC reached a milestone in the development of the LAND Project on May 7, 2001, with the successful implementation of all components of

e-Business Services. These services are a collection of products ISC designed to support the primary business functions of companies and government organizations. They were developed to separate the business functions that require expertise from the routine tasks of imaging, accounting and mailing. e-Business Services can be provided in independent modules, client specific bundling or full-service delivery options.

In conjunction with the successful implementation of this suite of business applications, e-Business Services moved into the e-Business Services Centre in Regina in preparation of the implementation of the LAND System. The facility offers substantial document handling and storage capacity, as well as areas for printing, mail handling and training.

Once the LAND System is implemented province wide, the e-Business Services Centre will eventually house:

- 10.5 million documents (50 million pages of "old world" land titles documents);
- 275,000 grants; and
- 120,000 survey plans.

COMPONENTS OF E-BUSINESS SERVICES

ISC utilizes e-Business Services internally in the Land Registry and Plan Processing.

There are five primary components:

- COMMON ENTRY MANAGEMENT SYSTEM (CEMS)

  CEMS is the entry point for paper and electronic submissions in the client/corporation work process. Documents are entered, imaged and sent to a work queue for processing. Work is tracked and managed through the queue.

  CEMS received 13,145 packets in 2001 – 10,330 through the Land Registry and 2,815 through Plan Processing.

- CLIENT IMAGING MANAGEMENT SYSTEM (CIMS)

  CIMS is a system that allows for the imaging, storage, retrieval and disposition of documents. Clients can choose to have images created on disk or take advantage of e-Business's services.

  In 2001, the Client Imaging Management System created 246,561 images.

- CLIENT ACCOUNT MANAGEMENT SYSTEM (CAMS)

  CAMS is a real-time, transaction-based billing system that tracks service charges and payments on accounts. CAMS also provides other accounting functions, including account statements, aging of accounts receivable and interest calculations.

  A total of 3,449 accounts were created through CAMS in 2001, with 197,621 financial transactions taking place through these accounts.

BY THE END OF 2001, 18 CALL CENTRE ANALYSTS WERE AVAILABLE TO ASSIST CLIENTS WITH THE SYSTEM, AS WELL AS LOG INQUIRIES AND CUSTOMER FEEDBACK. THIS INFORMATION IS ANALYZED THOROUGHLY TO DISCOVER COMMON TRENDS AND DETERMINE TIMELY SOLUTIONS.

- COMMON OUTPUT MANAGEMENT SYSTEM (COMS)

  COMS is a comprehensive suite of distribution and output services. These services include traditional printing and mail operations, as well as electronic and Internet-based solutions.

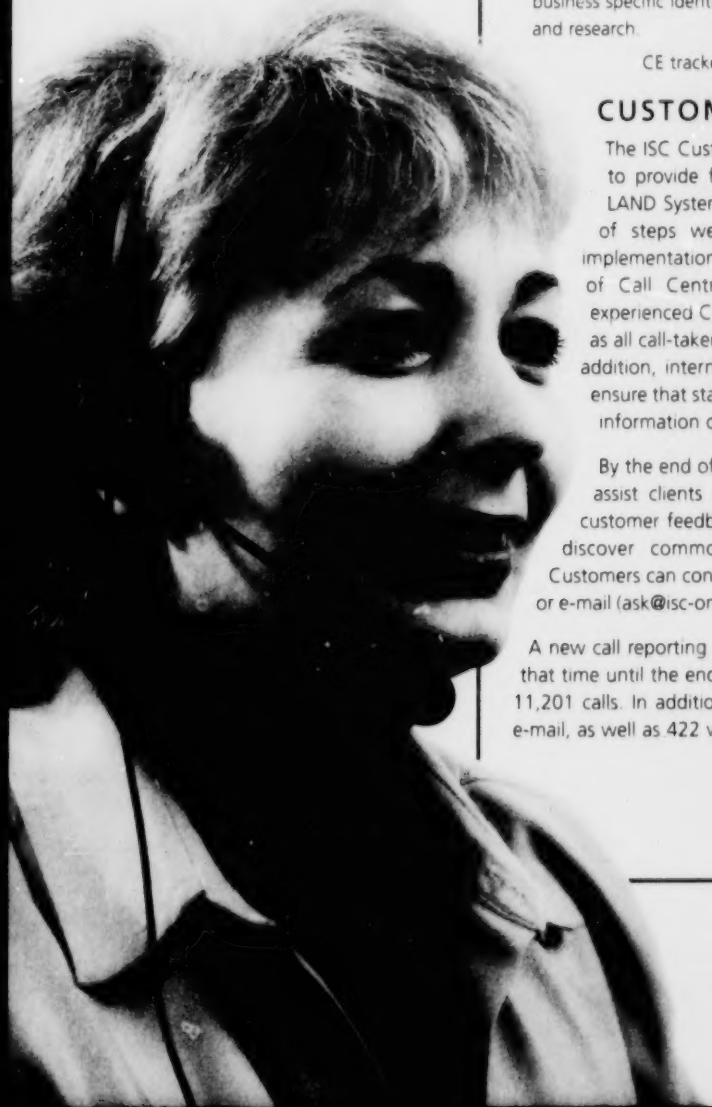
  In 2001, COMS processed 86,509 output requests through the available methods of distribution, including:

	LAND REGISTRY	PLAN PROCESSING	OTHER
FAX	7,271	1,241	1,357
E-MAIL	13,433	5,654	2,707
CD	0	0	4
PAPER	37,062	14,744	3,026

- Common Entity (CE)

  CE is a client identification system that provides customer profiles. CE tracks client types and corresponding service options, including business specific identification tags and classifications for data analysis and research.

  CE tracked 159,935 client numbers in 2001.



CUSTOMER CALL CENTRE

The ISC Customer Call Centre was established in June 2001 to provide frontline business support to customers of the LAND System. In response to customer feedback, a number of steps were taken to improve service following the implementation of the LAND System in Moose Jaw. The number of Call Centre staff tripled, including the hiring of an experienced Call Centre manager. Training was also enhanced, as all call-takers now receive three weeks of formal training. In addition, internal communications channels were improved to ensure that staff members in the Call Centre receive up-to-date information on procedures and system requirements.

By the end of 2001, 18 Call Centre analysts were available to assist clients with the system, as well as log inquiries and customer feedback. This information is analyzed thoroughly to discover common trends and determine timely solutions. Customers can contact the Call Centre via phone (1-866-ASK-ISC1) or e-mail (ask@isc-online.ca) from 8 a.m. to 5 p.m., Monday to Friday.

A new call reporting system was introduced in mid-September. From that time until the end of the year, the Customer Call Centre received 11,201 calls. In addition to the calls, 585 messages were received via e-mail, as well as 422 voice mail messages.

PROJECT MANAGEMENT OFFICE

The Project Management Office (PMO) was established on a permanent basis in 2001 in order to provide project management and coordination for the corporation, including ongoing awareness of the status of projects, tracking resources and milestones, identifying conflicts and developing solutions. The PMO also provides guidance by ensuring best practices in the project management discipline are followed.

The primary functions within the PMO are:

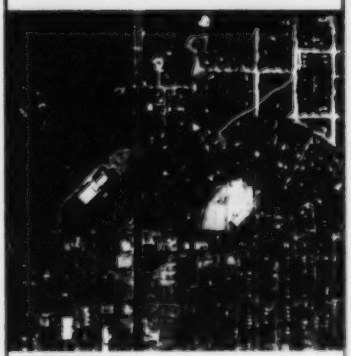
- Providing a focal point for the project management function;
- Ensuring:
  - consistency of approach to project planning, monitoring and control
  - alignment with corporate strategy and priorities
  - consistency of project results
  - consistency of benefits realization;
- Ensuring corporate commitment and alignment;
- Ensuring project management methodology and standards are consistent and in line with best practices;
- Ensuring that appropriate project metrics are established, measured and reported in a timely manner; and
- Ensuring project quality and client satisfaction.

The strategic goals of the Project Management Office are:

- Evolving ISC's core competencies to deliver exceptional project management that supports the corporation's strategic objectives;
- Developing and implementing project management standards and frameworks to ensure consistent execution of project delivery within the approved mandate, including scope, cost, quality, time to implement and functionality; and
- Linking the corporate expertise to create synergies between the areas of marketing, business development, technology, finance and administration, operations and human resources.

THE LAND SYSTEM WAS SELECTED AS A MICROSOFT CANADA INNOVATION AWARD FINALIST FROM MORE THAN 100 OUTSTANDING ENTRIES FOR INDUSTRY SOLUTION OF THE YEAR.

MICROSOFT CANADA INNOVATION AWARDS



AERIAL PHOTOGRAPH

FINANCE & ADMINISTRATION

Finance is responsible for leading the financial operations of the corporation. The objectives of the department are to:

- Lead financial accounting, forecasting, reporting and auditing for the organization;
- Support the finance-related needs of other areas of the organization;
- Ensure appropriate internal controls are in place throughout the organization;
- Undertake financial analysis to support corporate development;
- Provide timely and relevant financial information to internal and external customers;
- Support the need for accountability by leading the use of the balanced scorecard approach; and
- Lead the annual business planning and performance management process.

THE LAND PROJECT HAS GOOD GOVERNANCE PROCESSES, PROPER ACCOUNTABILITY AND STRONG LEADERSHIP, AS WELL AS APPROPRIATE RISK AND SCORE MANAGEMENT PROCESSES

PROVINCIAL AUDITOR OF SASKATCHEWAN VOLUME 2, 2001 FALL REPORT TO THE LEGISLATIVE ASSEMBLY OF SASKATCHEWAN

The objectives of the Administration area are to:

- Develop and implement key administrative policies;
- Procure and establish corporate facilities that meet frontline business needs;
- Manage corporate procurement to support business functions and achieve best value for money;
- Provide customer-focused, efficient administrative support;
- Provide risk management services for the corporation; and
- Provide security services for the corporation.

In 2001, Finance and Administration:

- Received approval for the inaugural performance management plan and capital budget from CIC and coordinated, prepared and received approval for the 2002 business plan, performance management plan and capital budget;
- Prepared and implemented an action plan for cost reductions;
- Continued implementation and enhancements of internal financial and administrative services and systems, including a payroll system for ISC employees; assuming responsibility for processing payroll for 300 in-scope employees from the Department of Justice; instituting an electronic purchase order system; and developing project business plan assessment tools;
- Initiated a corporate-wide security and risk function;
- Performed due diligence on proposals originating from business development;
- Completed the first ever year-end and associated financial statements, and received a clean audit opinion on all items; and
- Secured a number of new facilities and managed associated construction and moves.

CORPORATE DEVELOPMENT

Corporate Development provides professional sales, business development, marketing, human resources and communications services to prepare the corporation to meet and exceed all challenges and opportunities. The department also leads corporate strategy development and strategic partnering and alliance development.

BUSINESS DEVELOPMENT AND MARKETING

The success of ISC is built on the ability to develop, deliver, sell and support leading-edge information, knowledge and document management technology to consumers, companies and governments. The products provide a range of services and platform solutions that meet the needs of users in a variety of environments. The corporation's aim is to develop unique solutions, while ensuring value of product, clarity in function and excellence in quality in all business ventures.

Business Development and Marketing are responsible for negotiations and sales, business planning, intelligence and research, strategic enterprise development and product development. The Business Development team strives for excellence in customer service, professional development and providing innovative and cost-effective business solutions. It has the unique role of delivering solutions and services to customers, including:

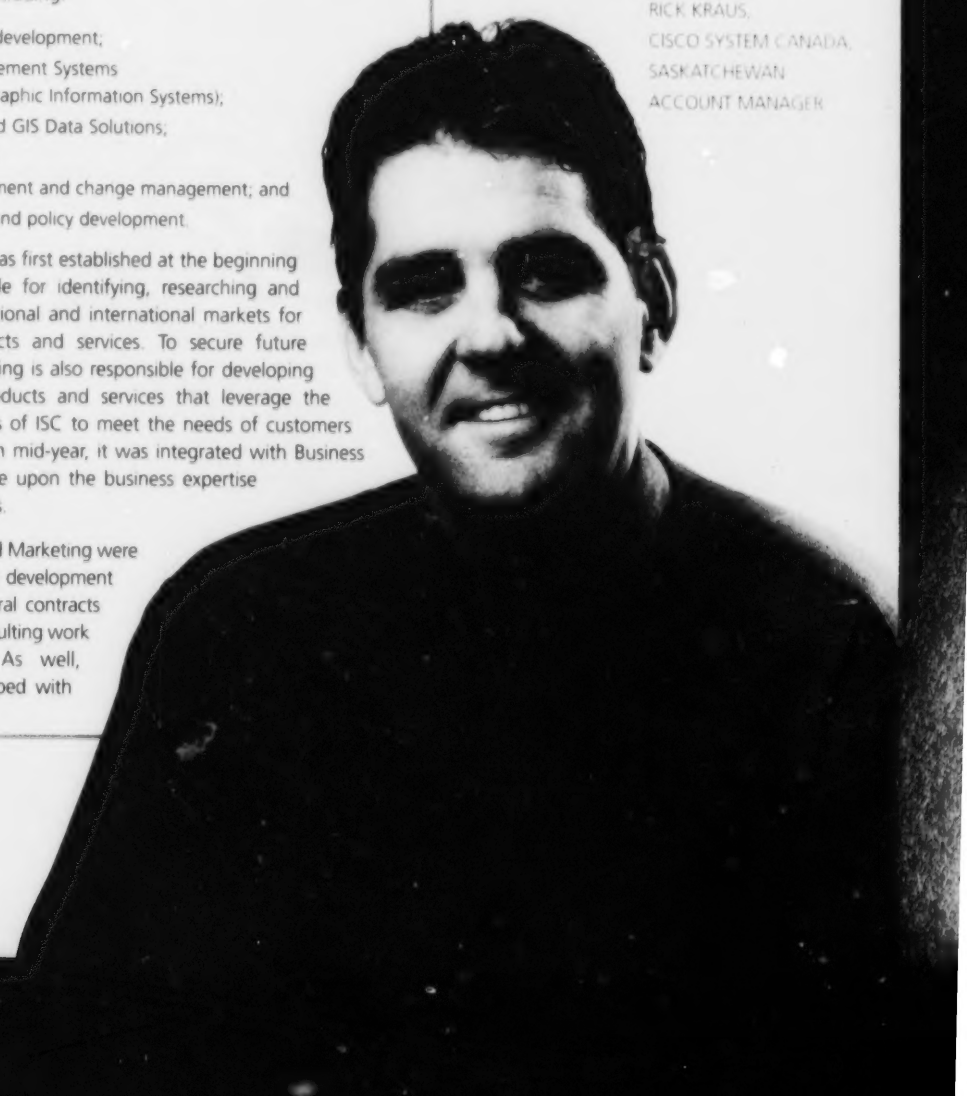
- Land System sales and development;
- Integrated Land Management Systems (Registries/Survey/Geographic Information Systems);
- Customized Registry and GIS Data Solutions;
- Process re-engineering;
- Organizational development and change management; and
- Legislative, regulatory and policy development.

The Marketing division was first established at the beginning of 2001. It is responsible for identifying, researching and recommending local, national and international markets for the corporation's products and services. To secure future revenues for ISC, Marketing is also responsible for developing and managing new products and services that leverage the resources and capabilities of ISC to meet the needs of customers now and in the future. In mid-year, it was integrated with Business Development to capitalize upon the business expertise residing within both areas.

Business Development and Marketing were involved in many product development activities and signed several contracts for product sales and consulting work throughout the year. As well, partnerships were developed with

EVERY DAY, CISCO AND ITS CUSTOMERS ARE PROVING NETWORKING AND THE INTERNET CAN FUNDAMENTALLY AND PROFITABLY CHANGE THROUGH A "GLOBAL NETWORKED BUSINESS" MODEL. ISC'S APPROACH IS ONE OF THE BEST EXAMPLES IN THE PROVINCE OF A TRUE INTERNET BUSINESS MODEL. WITH THE USE OF WEB TECHNOLOGIES, THEY CAN EASILY AND COST-EFFECTIVELY REACH THEIR CUSTOMERS THROUGHOUT THE PROVINCE, OR THROUGHOUT THE WORLD, ANY TIME DAY OR NIGHT

RICK KRAUS,
CISCO SYSTEM CANADA,
SASKATCHEWAN
ACCOUNT MANAGER



TO SECURE FUTURE REVENUES FOR ISC, MARKETING IS ALSO RESPONSIBLE FOR DEVELOPING AND MANAGING NEW PRODUCTS AND SERVICES THAT LEVERAGE THE RESOURCES AND CAPABILITIES OF ISC TO MEET THE NEEDS OF CUSTOMERS NOW AND IN THE FUTURE

local, national and international organizations to support and deliver sales. In December 2001, ISC signed a global strategic marketing agreement with EDS to leverage the worldwide reach of EDS for LAND System sales. ISC continues to pursue sales agreements with numerous local and international companies and agencies.

Strategic decisions and approvals were also undertaken in Business Development and Marketing in 2001, including:

- Completion of the 2002 Business Development Sales Plan, including:
  - developing a customer contact database
  - designing and implementing an electronic Corporate Customer Contact Management Tool
  - incorporating a Sales Training and Development Program;
- Completion and implementation of the LAND "Go To Market" Strategy within Saskatchewan
- Development of the LAND Export Strategy for markets outside of Saskatchewan
- Approval of bulk data/customized data bundle sales; and
- Improvements to the ISC website.

Research was undertaken to assess the market opportunities for the LAND System and consulting service sales in emerging and developed markets. The Opportunity Development Framework, an important review and assessment process for any new projects undertaken by ISC, was refined and implemented.

ISC's reputation and the value of the corporation's products and services, as well as the skills, experience and knowledge of staff, continue to receive international recognition. In 2001, ISC:

- Won a land administration technical assistance contract in the Maldives, funded by the World Bank;
- Acquired Canadian International Development Agency (CIDA) funding to deliver technical assistance to the State Committee for Land Resources in Ukraine, as well as host a study tour for seven Ukraine delegates;
- Provided technical assistance to the World Bank's Ukraine land titling program; and
- Won a contract to deliver program design and legislative expertise to the Canada Ukraine Legislative and Intergovernmental Project.

HUMAN RESOURCES

Human Resources develops, implements and evaluates all corporate human resources policies, programs and practices designed to attract, retain and develop the highest calibre people for ISC.

ISC successfully concluded negotiations with the Saskatchewan Government and General Employee's Union (SGEU) to transfer Land Titles and LAND Project employees from the Department of Justice to the Corporation on October 1, 2001. Similar negotiations with SGEU to transfer SPMC employees performing work for ISC were almost concluded at the end of 2001, with the transfer date set for April 1, 2002. The affected employees from both bargaining units involved in this transfer voted over 90 per cent in favour of the terms of the transfer agreement.

In November, SGEU and ISC filed a joint certification application to the Labour Relations Board (LRB) to certify SGEU as the bargaining agent for ISC. The LRB approved the application and issued a Certification Order on December 7. The joint application signifies the positive approach taken by SGEU and ISC to labour relations within the corporation.

At December 31, 2001, ISC's workforce (including employees from SPMC performing work for ISC) consisted of 239 permanent employees and 271 term employees. These numbers will change during 2002, as project work completed by term employees comes to a conclusion and the permanent organizational structure of ISC is further refined.

CORPORATE COMMUNICATIONS

Corporate Communications provides advice and support in planning and delivering information to customers, employees, suppliers and members of the media and general public to promote the corporation's image, products, services and programs.

In 2001, one of the primary functions of Corporate Communications was providing support to the LAND Project. A variety of tools and approaches were employed to communicate with stakeholders, including:

- Newsletters;
- Advertising;
- Implementation notices;
- Website updates; and
- Presentations.

As the corporation evolves, ISC continues to develop, refine and implement its internal communications strategies. In 2001, employees were kept up-to-date on important matters through weekly updates from the President, as well as LAND Implementation Bulletins.

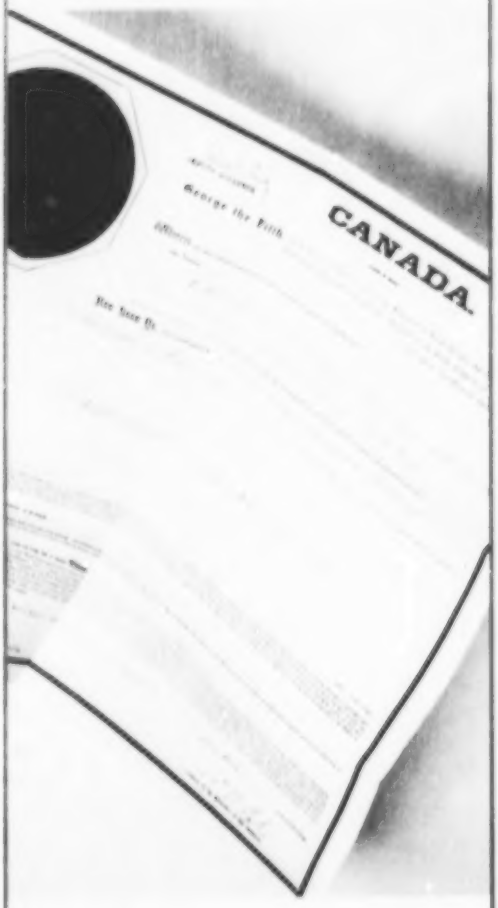
Media relations played an important role in Corporate Communications in 2001. In addition to facilitating media interviews, the division served as the single point of contact for media requests. Monitoring of local, provincial and national media supported the media relations function.

To help create awareness of the corporation and its operations, products and services, a Corporate Visual Identification Program and a Corporate Sponsorship Program were developed and implemented. Advertising and promotional strategies were also developed and implemented.

Various other communications activities were carried out in 2001, including:

- Publications - 2000 Annual Report
  - Geospatial Data Products Catalogue
  - GIS brochure
- ISC website - website design
  - responsibility for all content posted to website
  - overall responsibility for management and production of materials for the Information Centre

TECHNOLOGY SOLUTIONS TEAM



The Technology Solutions Team (TST) is responsible for leveraging technology to support the core business objectives of the corporation. The primary areas of responsibility include a continuous improvement philosophy applied to:

- Integration of the Information and Communications Technology (ICT) and business strategies;
- Consistent delivery of cost-effective technology solutions as part of the overall solution to business challenges; and
- Providing trusted, dependable operations of the core ICT services to ISC.

The primary functions within TST are:

- Business and technology integration;
- ICT architecture lifecycle management;
- Technology operations;
- Technology procurement;
- Application services; and
- Technology project delivery office.

In addition to the delivery of support to the new LAND System in 2001, TST focused on establishing and improving the technology infrastructure, management processes and metrics tracking required to deliver and support the system as the project evolved. International best practices were utilized to strengthen key technology management processes, such as incident management, problem management, configuration management and change management.

During the year, monthly call volumes at the TST Technical Help Desk (internal) jumped from 300 to 1,100. Despite the increase in volume, Help Desk staff maintained a constant initial response time through process and technology improvements.

From its launch in March 2001, hits to the ISC website grew to 1.8 million in December. During that period, the website became an increasingly more important communications channel with customers, as the Information Centre, Customer Feedback Form, Customer Reference Manuals and Training Centre were added to the website.

To further enhance security, TST executed a "security hardening" initiative. Supporting the strengthened security was the rollout of electronic software distribution, with approximately 3,600 software pushes, including security updates, sent out monthly. Secure remote access capabilities were also rolled out to strategic areas of the corporation.

TST's strategic goals, focused on a three-year timeframe, involve delivering technology-based solutions to support ISC in:

- Delivering exceptional customer service that supports the corporation's channel strategies;
- Developing customer relationship management capabilities to continuously improve marketing, sales and customer service delivery;
- Evolving ISC's capabilities in packaging and delivering market-driven access to registry and geomatics information;
- Developing the infrastructure for knowledge management; and
- Further developing information technology as a core competency of ISC, utilizing technology as an enabler of core functionality and an opportunity for differentiated market-driven services.

SASKATCHEWAN HAS MOVED INTO THE 21ST CENTURY – WITH A MORE EFFECTIVE AND EFFICIENT LAND TITLE SYSTEM.

MANAGEMENT DISCUSSION & ANALYSIS

The information in this discussion and analysis should be read in conjunction with the financial statements and accompanying notes. This report is intended to assist the reader in understanding the corporation's financial position and operating results by highlighting the primary factors that impact them.

OPERATING RESULTS

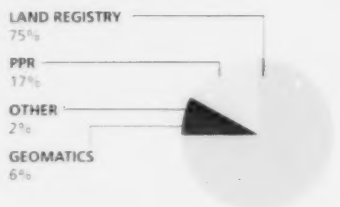
HIGHLIGHTS

The following table provides an overview of the corporation's financial results for the 2001 fiscal year, with the 2000 fiscal year shown for comparative purposes.

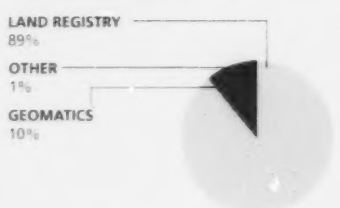
($MILLIONS)	2001	2000
Revenues	$27.4	$20.9
Expenses	26.0	23.8
Income (Loss) from Operations Before the Following	1.4	(2.9)
Payment to the General Revenue Fund	(11.7)	(8.0)
Grant from CIC to fund early retirement plan	5.3	—
Early retirement plan	(5.3)	—
Grant from CIC	4.0	—
Net Loss	$(6.3)	$(10.9)

In 2001, the core revenue-generating activities for ISC centered around Land Titles, the Personal Property Registry (PPR) and Geomatics. The corporation assumed the operations of PPR effective January 1, 2001. Therefore, PPR is a new source of revenue in 2001. Business development initiatives, encompassed in the "Other" category, secured $0.4 million in new revenue for the corporation in 2001.

2001 REVENUES $27.4 MILLION



2000 REVENUES $20.9 MILLION

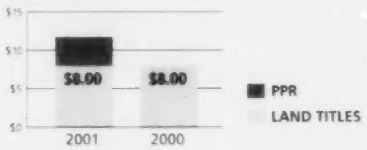


Expenses, including financing charges not attributable to the development costs of the LAND Project, totaled $26 million in 2001. This increase of $2.2 million (9%) from 2000 is more than offset by the $6.5 million increase in revenues from 2000. The most significant area of expenditure increase was that of salaries and benefits, which increased by $3.4 million compared to 2000. 2001 represented the first fiscal year that the corporation operated with a full complement of staff.

In only its second year of operation, the corporation showed an operating income of $1.4 million (prior to the items subsequently noted). This is a significant milestone for ISC.

Prior to the creation of the corporation, net revenue related to Land Titles and PPR search and registration was paid to the General Revenue Fund. The corporation continues this practice and paid $11.7 million to the General Revenue Fund in 2001 ($8.0 million in 2000).

CONTRIBUTIONS TO THE GENERAL REVENUE FUND ($MILLIONS)



In 2001, an early retirement plan was approved to assist Land Titles employees who experienced job loss as a result of the LAND Project. The full estimated costs of this plan ($5.3 million) have been recognized in 2001, the year the plan was approved. These costs relate to employees whose retirement entitlements were earned prior to the creation of ISC. The Crown Investments Corporation (CIC) is authorized to provide a grant to a maximum of $5.4 million to the corporation to fund these costs. CIC also paid the corporation a general operating grant of $4 million in the year.

FINANCIAL POSITION

At December 31, 2001, ISC had $55.6 million in total assets, compared to $30.2 million at December 31, 2000. Included in current assets is the grant receivable from CIC for early retirement plan funding of $5.3 million. Included in current liabilities is a provision for the amounts management estimates will be payable with respect to eligible employees.

During 2001, the corporation's cash position declined $2.1 million, primarily due to operating activities recording a negative cash flow of $2.9 million. This is an improvement over the prior year, as the negative cash flow from operating activities in 2000 amounted to $4.3 million.

ISC had $47.2 million in debt outstanding with the General Revenue Fund at December 31, 2001. Of this amount, $30 million is long-term debt maturing on December 1, 2006, at an interest rate of 4.75% per annum. The balance is short-term debt, due March 28, 2002, bearing interest at 1.98%. During the year the corporation repaid a demand loan to 617275 Saskatchewan Ltd. for $10 million.

During 2001, CIC contributed $5.1 million in equity advances.

Over the two years since the corporation was created, financing (debt and equity) of the corporation has accumulated in the following way:

CASH (USED IN) OPERATING AND INVESTING ACTIVITIES

	($MILLIONS)
Operating Revenues	$48.3
Operating Expenditures	(43.3)
Working Capital	2.8
Grant from CIC	4.0
Capital Expenditures	(49.9)
Payments to the General Revenue Fund	(19.7)
Cash (Used in) Operating & Investing Activities	$57.8

MANAGEMENT DISCUSSION & ANALYSIS

CASH RECEIVED FROM FINANCING ACTIVITIES

	($MILLIONS)
Equity Advances from CIC	$10.8
Short-term Borrowings from the General Revenue Fund	17.2
Long-term Borrowings from the General Revenue Fund	29.8
Cash Received from Financing Activities	$57.8

CAPITAL INVESTMENT

With the creation of ISC on January 1, 2000, and the assumption of responsibility for Land Titles, Surveys, Mapping and Geographic Information Systems (GIS), the corporation acquired the LAND Project, the working capital associated with the Land Titles office operations, and the capital assets and net working capital of the SaskGeomatics Division of SPMC at the start of 2000.

Development of the LAND Project continued in 2000 and 2001. As of the end of 2001, $42.7 million has been invested in the automation of the province's Land Titles system.

Costs of servers, network hardware and software, leasehold improvements and office furniture and equipment that on a project basis are captured as part of the LAND Project are classified for financial statement purposes as capital assets. LAND development costs for financial statement purposes include materials, services, direct labour, interest and overhead costs that are readily identifiable with the project, as well as amortization of the capital assets used in the LAND Project. Capital expenditures in 2001 (including additions to capital assets and LAND development costs) totaled $24.3 million.

OUTLOOK

Implementation of the LAND System will continue in 2002, with province-wide implementation of the system to be completed during the year. Customer acceptance of online services, the actual level of titles search and registrations, conversion activities, the impact of the new pricing model and successful, timely delivery of the LAND Project are key factors that will affect the performance of ISC in 2002.

The corporation will continue to build and maintain corporate infrastructure necessary to support ISC's operations, as well as continue pursuing other related business development opportunities. The success of these business development initiatives is fundamental to the growth of the corporation. ISC is not expected to earn a profit until significant revenues begin to flow from these business development opportunities and the LAND System is implemented province wide.

BALANCED SCORECARD

Information Services Corporation of Saskatchewan (ISC) is a subsidiary Crown corporation of Crown Investments Corporation (CIC), the holding company for commercial Crown corporations. As such, ISC receives its strategic direction from CIC, whose board of directors are elected Cabinet Ministers that represent the interests of the shareholder.

During 1999, CIC and its subsidiaries jointly developed a Crown Sector Strategic Plan to provide long-term direction to the Crown sector and facilitate long-term planning. The plan includes a guiding vision statement for the Crown sector, its primary business purposes, common business values and strategic business objectives. Each Crown was directed to link the following five strategic objectives with its own corporate objectives to guide its business planning process:

- CUSTOMER:
  Exceed customer expectations for products and services.
- FINANCIAL HEALTH:
  Position the entire Crown sector to prosper. Provide a return to the people of Saskatchewan that justifies the shareholder risk and investment in the overall sector.
- MANDATE & ROLE:
  Incorporate the Crown sector's mission into each corporation's mandate and role. Strive to balance public accountability with each Crown corporation's need to operate in commercially competitive environments.
- PUBLIC PURPOSE:
  Strive to ensure access to reasonably and competitively priced sector products and services on an equitable basis that might otherwise not be available to all or some of Saskatchewan's residents.
  Contribute to social, economic and environmental public policies of the Government of Saskatchewan, including economic diversification and growth; representative workforces; skills training and development; technical innovation and development; and environmental responsibility and stewardship.
- HUMAN RESOURCES:
  Align human resources processes and practices to best deal with emerging sector wide issues and that support achievement of individual Crown corporation strategies.

ISC supports the strategic goals identified in the Crown Sector Strategic Plan, and developed specific corporate objectives, measures and targets in its 2001 and 2002 Business Plans that aligned with the shareholder's expectations in the areas of public policy, financial performance, customers and innovation and growth. These areas form the quadrants of the 2001 and 2002 Balanced Scorecards. The Crown Sector Strategic Plan and Balanced Scorecard together form an integrated short- and long-term strategic performance management system.

The Balanced Scorecard system of performance management is a "work in progress." The 2001 Balanced Scorecard marked ISC's first attempt at this system. Over the next few years, specific key objectives, measures and targets will be fully developed and implemented into ISC's business planning and performance monitoring cycles.

During 2001, CIC and its subsidiaries jointly revised the Crown Sector Strategic Plan to refresh the findings of the previous plan and ensure that changing business circumstances are reflected and accounted for in the strategic objectives of the Crown Sector. The refreshed plan includes four building blocks that form the basis of the shareholder expectations. Each Crown will link the following shareholder expectations with its own corporate objectives to guide its business planning process for 2003:

- Strengthen public and customer support;
- Advance social and economic policy;
- Operate efficiently and competitively; and
- Provide access to reasonably priced utility goods and services.

ISC supports the implementation of practices that will enhance its public accountability by providing a greater degree of transparency in the results of its operations. The corporation is striving to fully develop its performance management system and position itself to communicate Balanced Scorecard targets and results in the 2002 annual report.

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

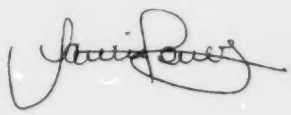
The accompanying financial statements included in the annual report of Information Services Corporation of Saskatchewan are the responsibility of corporate management. Management has prepared the financial statements in accordance with generally accepted accounting principles in Canada and necessarily includes some amounts based on informed judgment and management estimates. Financial information presented elsewhere in this annual report is consistent with that in the financial statements.

The financial statements have been audited by the independent firm of Deloitte & Touche, LLP, Chartered Accountants.

Management maintains an appropriate system of internal controls, policies and procedures to ensure the integrity and objectivity of the financial information. These measures provide reasonable assurance that all financial transactions are recorded and executed in compliance with required authority, assets are safeguarded and reliable financial records are maintained.

The Board of Directors has reviewed and approved these financial statements. The Board met with management and the external auditor to review the corporation's financial statements, adequacy of internal controls, and discuss the audit results prior to approving the financial statements.

Fraser L. Nicholson
PRESIDENT & CHIEF EXECUTIVE OFFICER



Laurie Powers
CHIEF FINANCIAL OFFICER

AUDITORS' REPORT

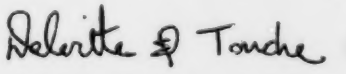
To the Members of the Legislative Assembly

Province of Saskatchewan

We have audited the statement of financial position of Information Services Corporation of Saskatchewan as at December 31, 2001 and the statements of operations and deficit and cash flows for the year then ended. These financial statements are the responsibility of the corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the corporation as at December 31, 2001 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

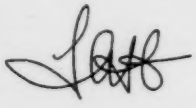


CHARTERED ACCOUNTANTS
Regina, Saskatchewan
February 27, 2002

STATEMENT OF FINANCIAL POSITION

DECEMBER 31 (THOUSANDS)	2001	2000 (NOTE 17)
CURRENT ASSETS		
Cash	**$ 1,135**	$ 3,231
Accounts receivable (Note 3)	**899**	992
Grant receivable from CIC (Note 11)	**5,287**	—
Inventories (Note 4)	**303**	564
Prepaid expenses	**392**	394
	8,016	5,181
DEFERRED EXPENSES	**243**	—
CAPITAL ASSETS (Note 5)	**13,762**	6,380
LAND DEVELOPMENT COSTS (Note 6)	**33,623**	18,652
	$55,644	$30,213
CURRENT LIABILITIES		
Short-term borrowings (Note 7)	**$17,246**	$27,000
Accounts payable	**1,509**	1,273
Customer deposits	**2,145**	1,665
Accrued salaries and benefits	**1,512**	1,168
Accrued liabilities	**1,384**	1,672
Provisions for early retirement plan (Note 11)	**5,222**	—
	29,018	32,778
LONG-TERM DEBT (Note 8)	**30,000**	—
	59,018	32,778
DEFICIENCY IN ASSETS		
Equity advances (Note 9)	**10,843**	5,745
Contributed surplus (Note 10)	**3,007**	2,604
Deficit	**(17,224)**	(10,914)
	(3,374)	(2,565)
	$55,644	$30,213

APPROVED BY THE BOARD:

Director  Director

STATEMENT OF OPERATIONS AND DEFICIT

	YEARS ENDED DECEMBER 31 (THOUSANDS) 2001	2000 (NOTE 17)
REVENUES		
Search and registration fees	**$25,231**	$ 18,694
Geomatics	**1,663**	1,995
Chief Surveyor's Office	**164**	221
Miscellaneous	**368**	12
	27,426	20,922
EXPENSES		
Salaries and benefits	**15,233**	11,861
Computer support, consulting, supplies and maintenance	**2,031**	1,579
Professional services and subcontract	**1,966**	2,250
Rent of space and equipment	**1,938**	1,648
Amortization	**1,456**	1,481
Supplies, services and materials	**902**	487
Travel and business expenses	**561**	302
Communication and advertising	**529**	95
Bank charges and interest	**512**	9
Telephone	**413**	237
Repairs and maintenance	**203**	106
Bad debts	**109**	6
Training	**98**	133
Dues and premiums	**85**	32
Provision for asset impairment	**—**	3,610
	26,036	23,836
INCOME (LOSS) FROM OPERATIONS BEFORE THE FOLLOWING	**1,390**	(2,914)
Payment to the General Revenue Fund (Note 1)	**(11,700)**	(8,000)
Grant from CIC to fund early retirement plan (Note 11)	**5,287**	—
Early retirement plan (Note 11)	**(5,287)**	—
Grant from CIC (Note 11)	**4,000**	—
NET LOSS	**(6,310)**	(10,914)
DEFICIT AT BEGINNING OF YEAR	**(10,914)**	—
DEFICIT AT END OF YEAR	**$(17,224)**	$(10,914)

STATEMENT OF CASH FLOWS

	YEARS ENDED DECEMBER 31 (THOUSANDS) 2001	2000 (NOTE 17)
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:		
OPERATING		
Net loss	**$(6,310)**	$(10,914)
Add: Charges not affecting cash		
Provision for asset impairment	**—**	3,610
Early retirement program	**5,222**	—
Grant receivable from CIC	**(5,287)**	—
Amortization	**1,465**	1,481
	(4,910)	(5,823)
Net change in non-cash working capital items (Note 15)	**2,055**	1,498
	(2,855)	(4,325)
INVESTING		
Acquisitions	**—**	(12,392)
Less: Cash assumed on acquisitions	**—**	1,897
Additions to capital assets	**(9,485)**	(4,346)
LAND development costs	**(14,848)**	(10,348)
	(24,333)	(25,189)
FINANCING		
Proceeds from short-term borrowings	**246**	27,000
Repayment of short-term borrowings	**(10,000)**	—
Proceeds from long-term debt	**29,748**	—
Equity advances from CIC	**5,098**	5,745
	25,092	32,745
(DECREASE) INCREASE IN CASH	**(2,096)**	3,231
CASH, BEGINNING OF YEAR	**3,231**	—
CASH, END OF YEAR	**$ 1,135**	$ 3,231

NOTES TO THE FINANCIAL STATEMENTS, DECEMBER 31, 2001 (THOUSANDS)

1. THE CORPORATION

A) STATUS

Information Services Corporation of Saskatchewan (the "Corporation") is a Saskatchewan Provincial Crown corporation operating under the authority of The Crown Corporations Act, 1993 and The Land Information Services Facilitation Act.

Its mandate includes the re-evaluation, redesign and automation of Saskatchewan's land titles system and the integration of that system with the provincial survey, mapping and geographic information systems, including development of a foundation for e-business services, and the development of potential markets for the commercial use of its information services. Effective January 1, 2001, the Corporation assumed the operations of the Personal Property Registry.

Pursuant to subsection 2.1(2) of The Land Information Services Facilitation Act and Order-in-Council 730/1999, the Corporation is required to pay $2,000 per quarter to the General Revenue Fund of the Government of Saskatchewan ("GRF"). Pursuant to subsection 2.1(3) of The Personal Property Security Act, 1993 and Order-in-Council 767/2000, the Corporation is required to also pay $925 per quarter to the GRF.

By virtue of The Crown Corporations Act, 1993, the Corporation has been designated as a subsidiary of Crown Investments Corporation of Saskatchewan ("CIC"). Accordingly, its financial results are included in the consolidated financial statements of CIC. As a Provincial Crown corporation, it is not subject to federal or provincial income taxes in Canada.

B) ACQUISITIONS

Effective January 1, 2001, the Corporation assumed the operations of the Personal Property Registry pursuant to Order-in-Council 767/2000. The Corporation acquired cash deposits of $434 and assumed liabilities of $434.

C) LAND PROJECT

The LAND Project is redeveloping the land titles system, integrating it with a geographic information system and developing an infrastructure for the delivery of services common to all registry systems to benefit program administration and client services. It involves automation, process redesign, legislative changes and organizational redevelopment. The Corporation acquired the Land Titles Automated Network Development ("LAND") Project of the Property Registration Branch of the Department of Justice for $6,377, being the amount of the expenditures incurred by the Department on the project from April 1 to December 31, 1999.

The project is being implemented throughout the province in 2001 and 2002. The budget for the project is $58,066. Financing of the project is through equity advances from CIC (see Note 9) and loan advances from the GRF. Training and organizational preparation costs incurred on the project was $657 (2000 – $226). These costs have been expensed in the statement of operations. Revenue from the project of $180 (2000 – $0) relates to training and has been netted against training expenses in the statement of operations.

A major contract with a third party relates to project initiation, detailed design, development implementation and warranty of the computerized system underlying the LAND Project. The period covered by this agreement extends to January 2003. The LAND Project budget included $11,900 to provide for the estimated cost of this contract which contains both fixed and variable work orders.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The preparation of periodic financial statements involves the use of estimates because the precise determination of financial data frequently depends upon future events. Actual results could differ from those estimates. The statements have been prepared by management within reasonable limits of materiality applying the accounting policies summarized below:

A) INVENTORIES

Inventories are valued at the lower of cost and net realizable value. Cost is determined using the first-in, first-out basis. In the case of work in process, cost includes direct labour and materials.

B) DEFERRED EXPENSES

Discounts incurred issuing long-term debt are recorded at cost less accumulated amortization. These deferred expenses are amortized over the term of the related debt on a straight-line basis.

C) CAPITAL ASSETS

Capital assets are recorded at cost, less accumulated amortization and any provision for impairment. Amortization is recorded on capital assets using the straight-line method over their estimated useful lives disclosed in Note 5. The costs of maintenance, repairs, renewals or replacements which do not extend the productive life of an asset are charged to operations when incurred. Amortization of capital assets used in the LAND Project is included in LAND development costs until substantial completion is reached. The Corporation evaluates the recoverability of these assets based upon the expected future undiscounted cash flows from the related assets.

D) LAND DEVELOPMENT COSTS

Development costs associated with the LAND Project are capitalized. Costs include materials, services, direct labour, interest and overhead costs which are readily identifiable with this project, as well as amortization of the capital assets used in the LAND Project. Interest capitalized to date on the project amounted to $2,061, of which $1,321 was incurred during the year. Amortization is calculated on the straight-line basis over the system's estimated useful life at the rates disclosed in Note 6, commencing on the basis of its phased implementation. The Corporation evaluates the recoverability of these costs based upon the expected future undiscounted cash flows from the LAND system.

E) REVENUE RECOGNITION

Operating revenues from land titles, personal property registry and geomatics services are recognized in the accounts when the services are performed.

F) CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of cash on deposit and highly liquid short-term investments with maturities at the date of purchase of three months or less.

3. ACCOUNTS RECEIVABLE

	2001	2000
Customer accounts receivable	$881	$979
Other	18	13
	$899	$992

4. INVENTORIES

	2001	2000
Work in process	$ 47	$297
Supplies	256	267
	$303	$564

5. CAPITAL ASSETS

	AMORTIZATION PERIOD (YEARS)	COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE 2001	2000
Server and network hardware/software	5	$ 6,266	$1,101	$ 5,165	$3,572
Geographic information system	5	9,475	5,558	3,917	2,090
Leasehold improvements	10	2,142	161	1,981	305
Office furniture and machinery	10	1,055	103	952	70
Desktop hardware/software	3	1,124	523	601	315
Website	3	382	42	340	—
Equipment	5	408	83	325	28
Customer service help desk	3	309	26	283	—
Other	5-7	198	—	198	—
		$21,359	$7,597	$13,762	$6,380

6. LAND DEVELOPMENT COSTS

	PERIOD (YEARS)	COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE 2001	2000
Data conversion	15	$ 7,152	$ 37	$ 7,115	$ 3,526
LAND developments	7	26,801	293	26,508	15,126
		$33,953	$330	$33,623	$18,652

7. SHORT-TERM BORROWINGS

	2001	2000
Short-term borrowing from the GRF, due March 28, 2002, bearing interest at 1.98% per annum	$17,246	$17,000
Demand loan payable to 617275 Saskatchewan Ltd.	—	10,000
	$17,246	$27,000

On December 20, 2001, approval was granted to the Corporation by the Minister of Finance to establish a line of credit with the Province of Saskatchewan to a maximum of $33,750, and to obtain long-term debt from the Province of Saskatchewan amounting to $30,000 (see Note 8). Approval was also granted for the Corporation to establish a line of credit with a financial institution to a maximum amount of $250.

8. LONG-TERM DEBT

The Corporation's long-term debt comprises indebtedness to the GRF bearing interest at 4.75% per annum and maturing on December 1, 2006. Interest is payable semi-annually with no scheduled repayment of principal due until the date of maturity.

Interest consists of $1,571 (2000 – $740) on short-term borrowings and $238 (2000 – $0) on long-term debt, including an accrued amount of $121 (2000 – $5), of which $1,321 was capitalized (2000 – $740).

9. EQUITY ADVANCES

As a Saskatchewan Provincial Crown corporation, the Corporation's equity financing has been provided in the form of an equity advance from CIC.

CIC has undertaken to advance up to 20% of the Corporation's capital costs to a maximum of $12,000. Equity advances are being received each quarter based on the forecast of the Corporation's capital requirements.

10. CONTRIBUTED SURPLUS

The acquisition of land titles from the Department of Justice and the SaskGeomatics Division from the Saskatchewan Property Management Corporation were conducted between related parties. As prescribed by Canadian generally accepted accounting principles in such cases, the excess of the carrying value of the net assets acquired by the Corporation over the consideration paid is accounted for as a capital contribution, and has been credited to contributed surplus.

11. GRANTS FROM CIC

Order-in-Council #945/2001 authorized CIC to provide the Corporation a grant amounting to $4,000 for 2001 operating purposes.

Order-in-Council #590/2001 authorized CIC to provide a grant to the Corporation in an amount not exceeding $5,400 to fund the costs associated with land titles employees who experience job loss as a result of the LAND project. At December 31, 2001, $5,222 is recorded in the accounts to provide for the amounts that

NOTES TO THE FINANCIAL STATEMENTS, DECEMBER 31, 2001 (THOUSANDS)

management estimates will become payable with respect to eligible employees over the next year.

12. FINANCIAL INSTRUMENTS

The Corporation does not use any form of derivative financial instruments to manage its exposure to credit risk, foreign exchange risk or interest rate risk.

CREDIT RISK

The Corporation does not have any significant concentration of credit risk. Its customers are predominantly provincial, federal and municipal government departments and agencies, and its private sector customers are diverse.

FOREIGN EXCHANGE RISK

Foreign exchange risk arises due to fluctuations in foreign currency exchanges rates. The Corporation does not conduct a significant portion of its business in foreign currencies.

INTEREST RATE RISK

The interest rate on long-term debt is fixed. Short-term borrowings obtained from the Province of Saskatchewan are at market rates.

FAIR VALUE

The carrying value of cash and cash equivalents, accounts receivable, short-term borrowings, accounts payable and accrued liabilities approximates fair value due to their immediate or relatively short-term maturity. The fair value of the long-term debt is $29,836 at December 31, 2001.

13. RELATED PARTY TRANSACTIONS

Included in these financial statements are transactions with various Saskatchewan Crown corporations, departments, agencies, boards and commissions related to the Corporation by virtue of common control by the Government of Saskatchewan and non-crown corporations and enterprises subject to joint control and significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Routine operating transactions with related parties are settled at prevailing market prices under normal trade terms. Prior to implementation of the LAND System, some related parties were not charged for search and registration activities; all related party transactions under the new LAND System are at prevailing market prices. These transactions, and amounts outstanding at year-end, are as follows:

	2001	2000
Accounts receivable	$ 223	$ 579
Grant receivable from CIC	5,287	—
Accounts payable	390	146
Accrued salaries and benefits	1,028	1,168
Revenues	2,063	1,063
Grants from CIC	9,287	—
Operating costs	25,320	21,446
Costs capitalized – Capital Assets	1,023	—
Costs capitalized – LAND Development	$ 4,297	$16,550

In addition, the Corporation pays provincial sales tax to the Saskatchewan Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases. Other amounts and transactions due to and from related parties and the terms of settlement are described separately in these financial statements and the notes thereto.

14. LEASE COMMITMENTS

The Corporation leases all of its office facilities under operating leases. Future minimum payments aggregate $15,000 including the following amounts over the next five years:

2002	$2,155
2003	1,769
2004	1,664
2005	1,654
2006	1,625

15. NET CHANGE IN NON-CASH WORKING CAPITAL ITEMS

The net change during the year comprised the following:

	2001	2000
Accounts receivable	$ 93	$ 512
Inventories	261	(57)
Prepaid expenses	2	(388)
Accounts payable	506	5
Customer deposits	481	(229)
Accrued salaries and benefits	149	972
Accrued liabilities	563	683
	$2,055	$1,498

16. PENSION EXPENSE

The Department of Justice and SPMC provided employees to the Corporation pending the approval of formal employee transfer agreements for those employees. Effective October 1, 2001, employees previously provided through the Department of Justice were formally transferred to the Corporation. The formal transfer of those employees provided by SPMC to the Corporation is scheduled for April 2002. The Department of Justice and SPMC were reimbursed at cost for these employee services. All employees are participants in defined contribution or defined benefit pension plans.

Employees hired after October 1, 1977, make contributions to the Public Employees Pension Plan (PEPP), a defined-contribution plan. Funding requirements are established by The Superannuation (Supplementary Provisions) Act and employee contributions are matched by the Corporation.

Employees hired prior to October 1, 1977, who did not elect to transfer to PEPP by October 1, 1978, make contributions to the Public Service Superannuation Plan (PSSP), a defined-benefit plan. The plan provides for pensions at retirement that are based on employees' years of service and their highest five years' earnings. Pension obligations for this plan are the responsibility of the GRF. PEPP accounts are also established for employees covered by PSSP to provide equal access to pension enhancements negotiated for members of PEPP.

The total pension expense of the Corporation for these plans for the year was $845 (2000 – $539).

17. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's presentation.

CORPORATE DIRECTORY

MINISTER RESPONSIBLE FOR INFORMATION SERVICES CORPORATION OF SASKATCHEWAN

HON. CHRIS AXWORTHY, Q.C.

BOARD OF DIRECTORS

FRANK HART (CHAIR)
President & CEO,
Crown Investments Corporation of Saskatchewan

HON. CHRIS AXWORTHY, Q.C.
Minister Responsible for Information Services Corporation of Saskatchewan

ROD CROOK
Executive Director,
Registry Services Division
Saskatchewan Justice

JOHN LAW
President,
Saskatchewan Property Management Corporation

FRASER L. NICHOLSON
President & CEO,
Information Services Corporation of Saskatchewan

JOHN WHYTE, Q.C.
Deputy Minister,
Saskatchewan Justice

NEIL HENNEBERG (SECRETARY)
Crown Investments Corporation of Saskatchewan

CORPORATE EXECUTIVE TEAM

FRASER L. NICHOLSON
President &
Chief Executive Officer

RON HEWITT, Q.C.
Senior Vice-President &
Chief Operating Officer

ROB GREENWOOD
Vice-President –
Corporate Development

LAURIE POWERS
Chief Financial Officer

ADRIAN LEGIN
Chief Information Officer

BEVERLEY A. BRADSHAW
General Manager –
Customer Services

SCOTT MCGILLIVRAY
General Manager – Sales and Business Development

WENDY SEARCY
Coordinator – Corporate Management & Governance

KEN BUDZAK
Director – Project Management Office

KAREN BRIGHT
Director – Human Resources

GREG LEAKE
Director – Corporate Communications

ADDRESSES

BATTLEFORD
LAND TITLES OFFICE
61 – 22nd Street West

HUMBOLDT
LAND TITLES OFFICE
9th Street and 8th Avenue

MOOSE JAW
CUSTOMER SERVICE CENTRE
903 Main Street North

PRINCE ALBERT
LAND TITLES OFFICE
63 – 12th Street East

REGINA
CUSTOMER SERVICE CENTRE
260 – 10 Research Drive

SASKATOON
LAND TITLES OFFICE
122 – 3rd Avenue North

SWIFT CURRENT
LAND TITLES OFFICE
350 Cheadle Street West

YORKTON
LAND TITLES OFFICE
31 – 4th Avenue North

E-BUSINESS SERVICES CENTRE
1301 – 1st Avenue
Regina, SK

MAP AND PHOTO DISTRIBUTION CENTRE
260 – 10 Research Drive
Regina, SK

PERSONAL PROPERTY REGISTRY
260 – 10 Research Drive
Regina, SK

SURVEYS
260 – 10 Research Drive
Regina, SK